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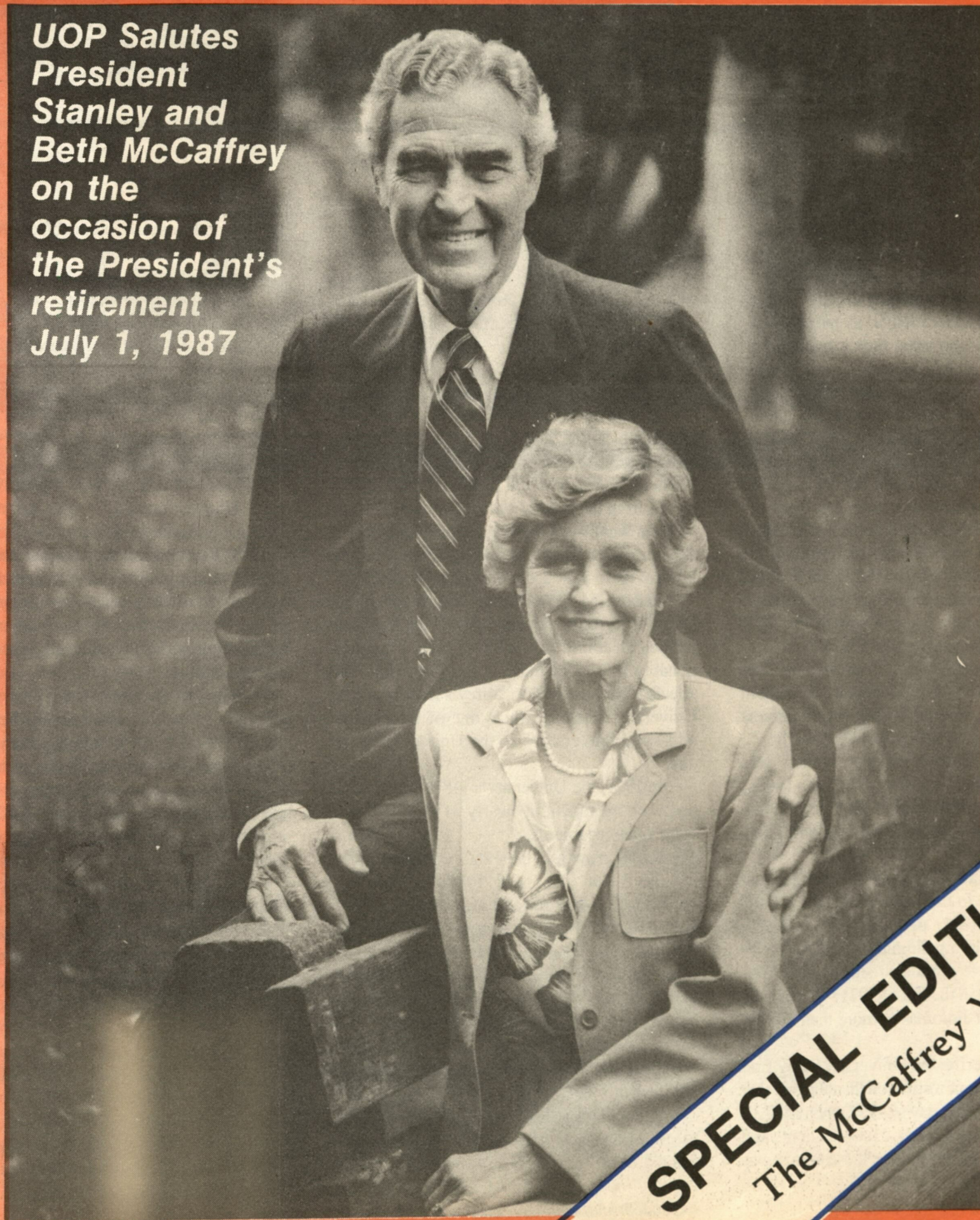
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PACIFIC REVIEW

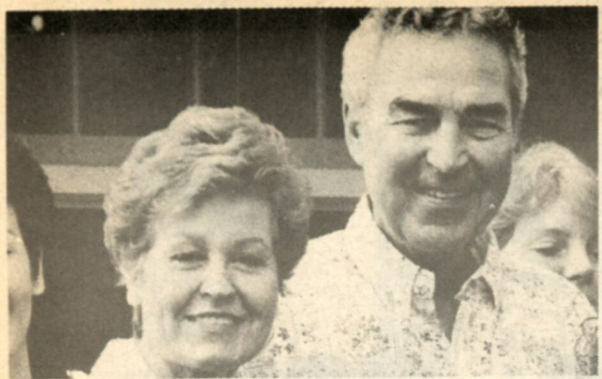
Published by the University of the Pacific

Vol. 74, No. 5, May/June 1987

**UOP Salutes
President
Stanley and
Beth McCaffrey
on the
occasion of
the President's
retirement
July 1, 1987**



SPECIAL EDITION!
The McCaffrey Years



THE McCAFFREY

A CHRONICLE OF UOP'S 21ST

by Doyle Minden
Director of Public Relations

Sixteen years is just barely more than one-tenth of the history of the University of the Pacific.

Yet, in that period, under the leadership of President Stanley McCaffrey, the University has emerged as a far different and stronger institution. It has adapted to change, as most institutions must, and at the same time it has become more diverse. It has greatly improved its physical plant and has developed an institution that is building nationally recognized undergraduate professional programs on a base of solid liberal arts programs.

And, this has been done during a period when economic conditions were far from the most favorable. Declining numbers of college-age students, run-away double-digit inflation in the late 1970s and early 1980s, and rapid changes in computer technology have combined to make the past 16 years among the most challenging in the University's history.

The foundation for academic diversity was laid by McCaffrey's predecessor, President Robert E. Burns, who envisioned a true university by "growing larger by growing smaller." The "cluster college" concept, which was emulated by other campuses in the 1960s, prompted the Wall Street Journal to call the University "ahead of its time" in the early 1970s.

Few could have imagined the changes that would take place in the next decade and a half.

Most significant, perhaps, is that nearly two-thirds of all living alumni of the University of the Pacific have graduated since McCaffrey became president in the fall of 1971. He has personally presented diplomas to more than 20,000 graduates.

Students entering the University today find Pacific a far different institution than the one that existed on a hot spring day in 1972 when McCaffrey was inaugurated as its 21st president, and only the third president since the campus was moved to Stockton in 1924.

The first, Dr. Tully C. Knoles, instilled the development of the Stockton campus with an "Ivy League" style tradition and an enduring element of "family" interaction between teachers and students. Robert E. Burns added immeasurably to that structure with the cluster colleges and a spirit of innovation and style of leadership that was ideally suited to deal with higher education in the turbulent 1960s.

McCaffrey became president at a time when higher education, and certainly the University of the Pacific, were facing new challenges. "When I talked with the Regents," McCaffrey recalls from the time of his appointment, "I asked them what were the biggest problems facing the University. They responded, 'Money!' Thus, I knew there was a challenge at Pacific."

Robert M. Eberhardt, chairman of the Board of Regents and a member of the Presidential Search committee in 1971, says, "Unquestionably, the right man, at the right time was selected. Because of McCaffrey's leadership, the University of the Pacific is one of the premier mid-sized universities in the United States today."

In 1971, the University's \$18 million budget had been overspent by nearly \$175,000. There were other problems.

Rapid growth in the 1960s created a pressing need for new and improved physical facilities. Classrooms and offices were crowded and, in many cases, deteriorating. World War II-vintage quonset buildings were used to house several academic programs. A lecture hall in the new School of Pharmacy complex doubled as a stage for the Drama Department. Library space was severely overcrowded, and science classes were meeting in laboratories that had been constructed in 1924.

At McGeorge School of Law in Sacramento, housing near the campus was severely limited. Also, new programs in legal advocacy required updated, highly specialized facilities, expanded classrooms and increased library

space.

In San Francisco, clinical facilities were unsatisfactory and students faced serious problems in locating affordable housing.

"In addition," McCaffrey says, "most colleges and universities still had some degree of student dissatisfaction, remnants of the 1960s. I wanted to do what I could to build confidence on the behalf of students in the administration, faculty and overall University, and to develop a spirit of trust among all elements of the University."

There, of course, was a positive side.

"Unquestionably," McCaffrey recalls, "from my earliest contact with the University in 1971, I recognized the personal interest which the University maintained in its students, and the kind of personal interest the various elements of the University had for each other — among administrators, faculty, students, alumni, regents and the public."

"This, to me, represented a very important strength, something which should be cherished, preserved and, if possible, strengthened. I recognized the complete devotion and dedication of the members of the Board of Regents to the University, something that is of the utmost importance in building a strong and fine institution."

"Similarly, I recognized from my earliest contacts that the faculty was very devoted to the University and dedicated to teaching, something which, while not unique, is quite rare in colleges and universities today where so many faculty members wish to devote their time to research and publications. This, to me, demonstrated a real strength."

It was in this context that McCaffrey and his wife Beth moved from their home in Berkeley to the President's Home on campus. It was a new challenge for them, and a time for new challenges for the University.

As early as 1972, McCaffrey expressed the belief that a capital gifts campaign would be

YEARS PRESIDENT



needed to relieve the pressing needs — on all three campuses — for improved instructional and housing facilities and to increase the University's endowment, which was much smaller than that of other comparable institutions.

Preliminary plans for a capital gifts campaign began in 1973, but were set aside when the recession of 1973-74 was judged to be a poor time to launch a campaign.

In the ensuing several years, an exhaustive internal assessment of the University was conducted to determine: Where are we now? What do we want to become? What will it take to get there?

The results of the study indicated that if every perceived need of the University were met, the price-tag would far exceed the University's potential for raising capital gifts. By assigning agreed-upon priorities, the needs list was refined down to an estimated \$30 million goal — far more than the University had sought in its history.

Recognizing that without strong alumni endorsement and support, no capital gifts campaign could possibly succeed, McCaffrey convened a meeting of 75 of Pacific's leading alumni in June 1977 to sound out the alumni attitudes toward a major capital campaign. The response was a resounding endorsement and a spirit of excitement.

A consultant was retained to conduct a feasibility study and, based on his findings, the University Board of Regents, in February 1978, approved a \$30 million campaign which was titled "For A Greater Pacific." The fund campaign, conducted by the office of development, reached over \$34 million, and was heralded as Pacific's most successful fund raising effort.

Since that time, nearly every division of the University has undergone revitalization. The University's physical plant has been modernized and expanded. New academic programs have been launched in several areas, and innovative academic programs of the 1960s have been incorporated into the central liberal arts division, College of the Pacific.

Also, an entirely new dimension of student services has evolved, taking the educational experience beyond the classroom and into the total living experience on campus.

The University's budget has grown from \$18 million to over \$80 million annually and virtually every year has achieved a balanced budget.

The acreage of the campus has increased by 52 percent, a half-million square feet of new construction has been added and nearly a half-million square feet of space has undergone major remodeling on the Stockton campus. The McGeorge School of Law campus has nearly

tripled its space, and the Dental School has expanded by about 70 percent. The value of the physical plant has grown from \$33 million to more than \$112 million. The endowment has tripled in size.

Other sections of this special publication include detailed accounts of these and other changes in physical facilities, academic programs and student life.

In addition to all the growth and accomplishments over the past 16 years, McCaffrey says: "One of the greatest satisfactions I have received during my 16 years of service has been to see the growth and development of individual students from the time I have met them, as prospective students or entering freshmen, until the time of graduation.

"As I present the individual degrees in each of the University's nine ceremonies each year, I often know each student personally and, in the instant that I hand him or her the degree, I have a flashback to when I first met them and of my contacts with them over the years. I then see, standing before me, a student who has grown and fulfilled their potential and is prepared to enter society and make constructive contributions.

"This, I believe, is the mission of the University of the Pacific, and one which we fulfill very well indeed."

The beauty of the University of the Pacific campus has long been considered one of its strongest assets. It is an asset that has been enhanced during the past 16 years through a combination of new facilities and remodeled buildings accomplished while retaining the basic style of the campus.

The so-called "collegiate gothic" architecture has its roots in east coast Ivy League campuses. The style was established under President Tulley C. Knoles when the campus was moved from San Jose to Stockton in 1924. Faced with the unique opportunity of building a campus from open fields, planners patterned it after historic eastern institutions.

In addition, the cluster colleges that were added in the 1960s under the administration of President Robert E. Burns employed the same architectural style.

In the early 1960s, envisioning "as many as 15 cluster colleges," Burns took steps to provide space for such an expansion. At that time, negotiations were conducted with the Stockton Unified School District to purchase the San Joaquin Delta Community College site located adjacent to the campus. The negotiations failed, however, and other steps had to be taken. The University acquired property on Brookside Drive, north of the Calaveras River, which eventually became the site for the School of Pharmacy Complex and the Cowell Health Center.

At about the same time, property on Pershing Avenue, partly owned by the State, was acquired. This was envisioned as the location of

additional cluster colleges.

Soon after McCaffrey became president, San Joaquin Delta Community College completed its new campus on Pacific Avenue and, once again, the old campus property adjacent to UOP became available.

This 42-acre "south campus," with its nine permanent buildings, was purchased in 1974 from the Stockton Unified School District for \$4.5 million. The funds were derived from the sale of the Pershing Avenue property, which has since been developed into the residential Quail Lakes area, and from the sale of CEFA Bonds.

The purchase of the Delta college property set in motion a chain of events that has led to changes in the physical facilities of the University.

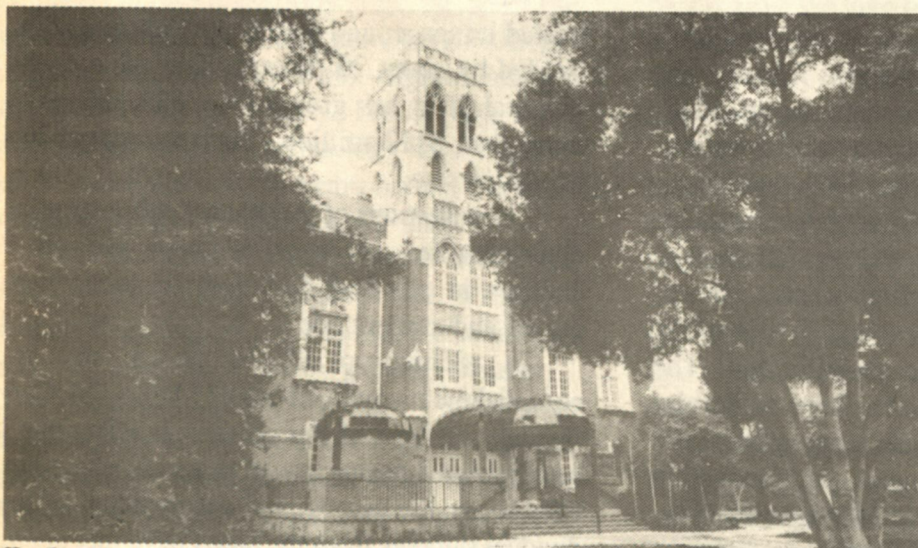
The Campaign For a Greater Pacific, which eventually raised more than \$33 million from some 9,000 individuals, groups and organizations, financed this modernization and expansion, as well as several new academic programs.

Along with expansion on the south campus, major remodeling and new construction occurred on the original campus. Although the exterior of the Delta College facility does not yet blend with the remainder of the campus, future plans call for eventual brick facing which will more completely integrate the buildings into the eastern style.

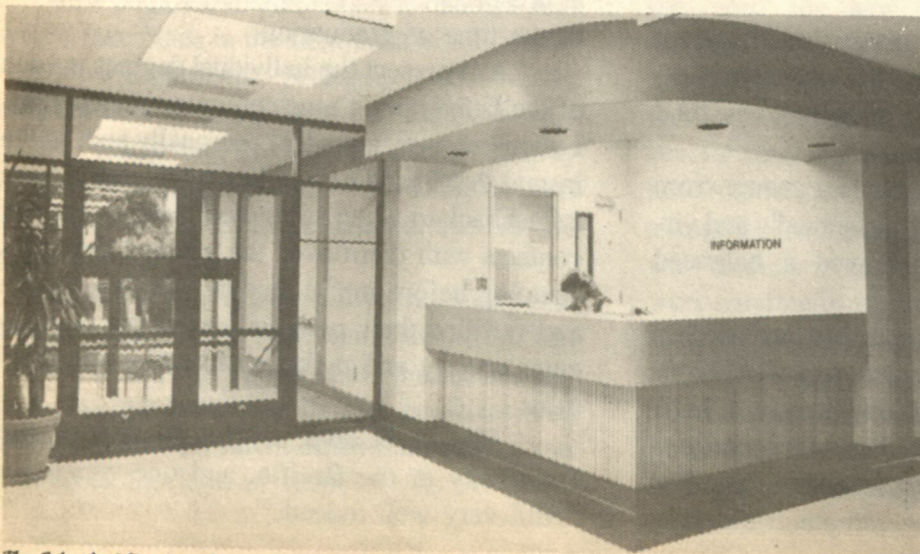
Following is a summary of major physical plant changes that have resulted under the McCaffrey Presidency:

THE CAMPUS

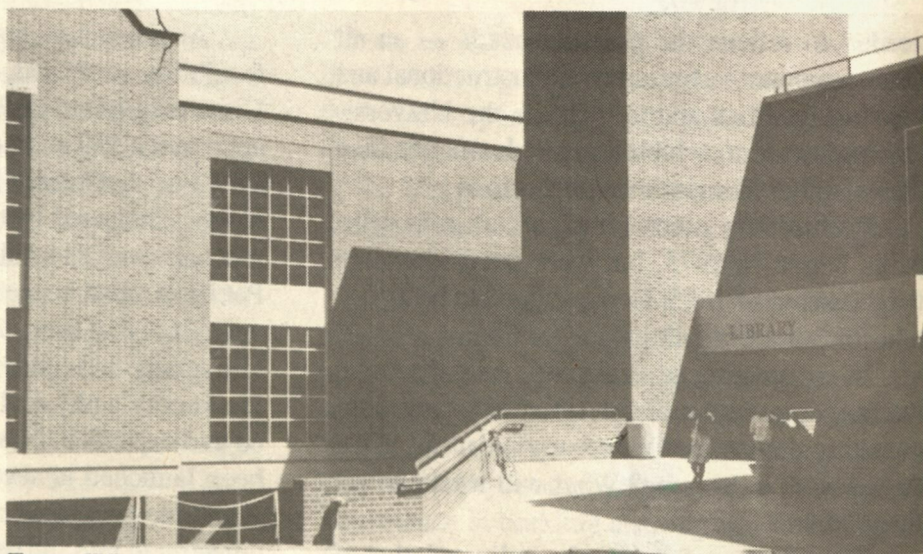
EXPANDED, REMODELED, MODERNIZED!



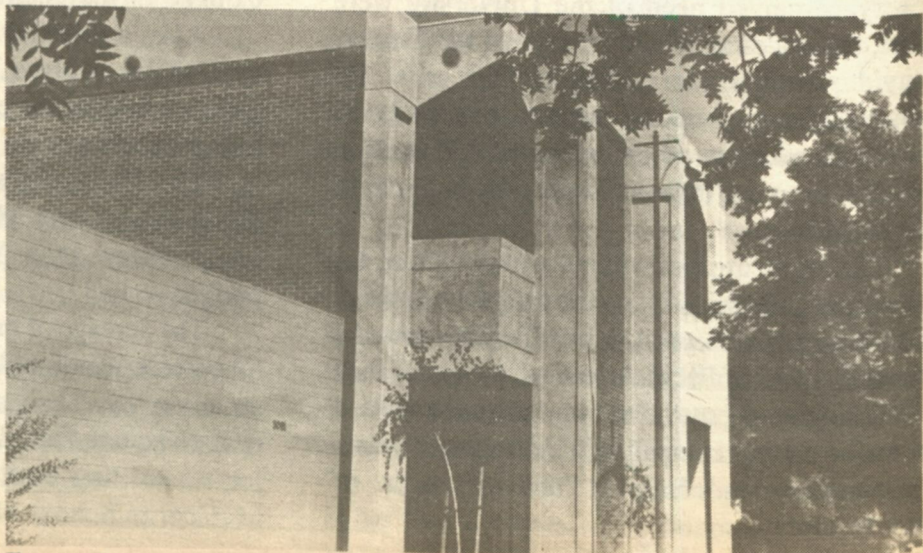
The Conservatory of Music's architectural splendor has been improved inside and out.



The School of Dentistry has undergone extensive interior and exterior remodeling since 1971.



The new William Knox Holt Library was dedicated on Oct. 10, 1986.



The new science center on south campus includes state-of-the-art facilities for the Chemistry Department.

UNIVERSITY CENTER

In the planning stages prior to his arrival, the first major building completed during McCaffrey's administration was the University Center. This unique complex combines student activity offices and areas with meeting rooms and eating services. Apartment-type student housing is on the upper levels.

SCIENCE FACILITIES

Soon after the Delta College property was acquired, plans were made to consolidate all of the University's science programs into one complex on the new land. The first academic section to benefit from the acquisition was the Physics Department, which since 1969 had been housed primarily in the basement of the School of Pharmacy complex. Faraday Hall, ideally suited to become the new Physics Department, was renovated with aid of a gift from Regent Winifred Olson Rainey. In recognition of her contribution, the building was renamed Olson Hall.

A \$1 million gift from the James Irvine Foundation and other major gifts from the S. H. Cowell and Wm. G. Irvine Foundation in 1979 financed the construction of a two-story building that joins Olson Hall to the large Classroom Building, thus creating a complex that has evolved into a science center for the University. This new structure houses eight major chemistry laboratories. Offices, classrooms and laboratories within the Classroom Building have been modified for use by the Biology and Mathematics Departments along with Chemistry.

Future plans call for a total renovation of the Classroom Building. Within the past year, an existing locker room building on the Delta College property has been redesigned to serve as headquarters for a growing Sports Medicine program. Also, a portion of the School of Pharmacy complex has been remodeled to provide modern facilities for a new graduate program in Physical Therapy. This was financed, in part, by a gift from National Medical Enterprises, Inc.

SCHOOL OF EDUCATION

When McCaffrey assumed office, the School of Education was located in the severely cramped quarters of Owen Hall, one of the converted World War II barracks that dotted the campus. What once had been the main library for Delta College was converted to modern offices, classrooms and a curriculum library for the School of Education. A major gift from Tilly Lewis, a Stockton business executive, helped make this conversion possible.

At the same time, the Pacific Center for Western Studies was temporarily moved into a portion of this building; last year, it became an integral part of the new main library last year.

Owen Hall was completely refurbished and converted to practice rooms for the Conservatory of Music.

DRAMA DEPARTMENT

Although the University has had a long and distinguished history in Drama, the department often shared facilities over the years. Initially, its productions were in the Conservatory of Music, then were moved to a small theatre on Pacific Avenue and, in 1969, to a modified lecture hall in the School of Pharmacy Complex. A major gift from the Thomas Long Family made possible the renovation of an existing theatre on the Delta College property,

a studio theatre named in honor of DeMarcus Brown, long-time director of theatre at UOP.

COMMUNICATIVE DISORDERS/ PSYCHOLOGY

The Department of Communicative Disorders had been split from the Communication Department within COP dur-

Language Clinic, which provides remedial services to the community and practical experience for students.

At the same time, the northern half of the carpentry building was remodeled and redesigned to house the Psychology Department, previously centered in a brick-faced World War II-vintage quonset. Modern facilities for research in behavior modification and a clinic also were included in this conversion. Major gifts from Kresge Foundation, Irvine Foundation, Cowell Foundation and an anonymous donor financed these improvements.

The space vacated by the Communicative Disorders Department was remodeled to provide modern facilities for KUOP-FM, which had also been housed in a temporary building.

As a result of these changes, two quonset buildings were removed to provide more open space on the campus.

ALEX G. SPANOS CENTER

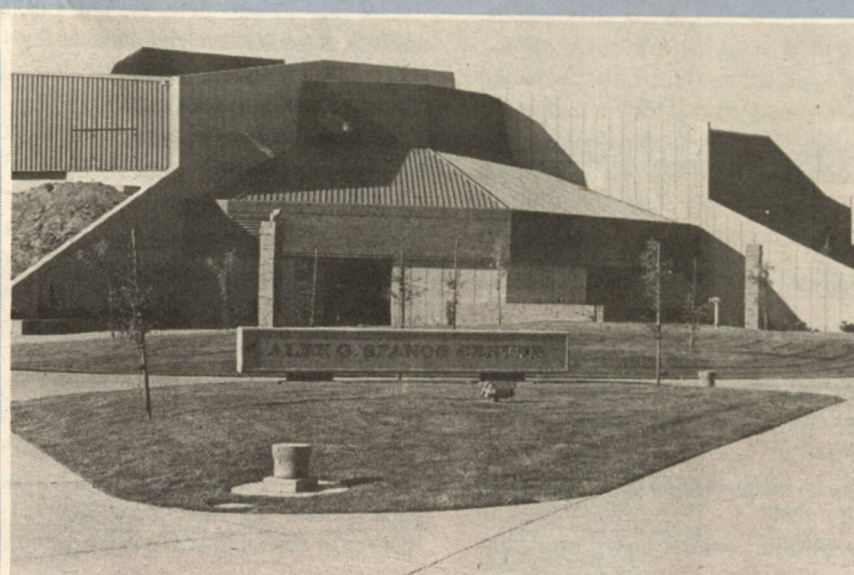
Regent Alex G. Spanos provided the impetus to construct a major events center on the campus. His initial gift was followed by donations of more than \$3 million from area residents and business concerns, the largest amount ever raised from the Stockton community for a single project. A campaign committee led by Ort Loftus, owner of KJAX/KJOY, and Ralph McClure, Union Planning Mill, involved several hundred volunteers in a drive to raise funds for this building.

The public campaign part of the \$30 million campaign For A Greater Pacific was launched in January, 1977, and the Spanos Center was dedicated in the fall of 1981 with a community-wide celebration involving performances by nearly 30 community groups.

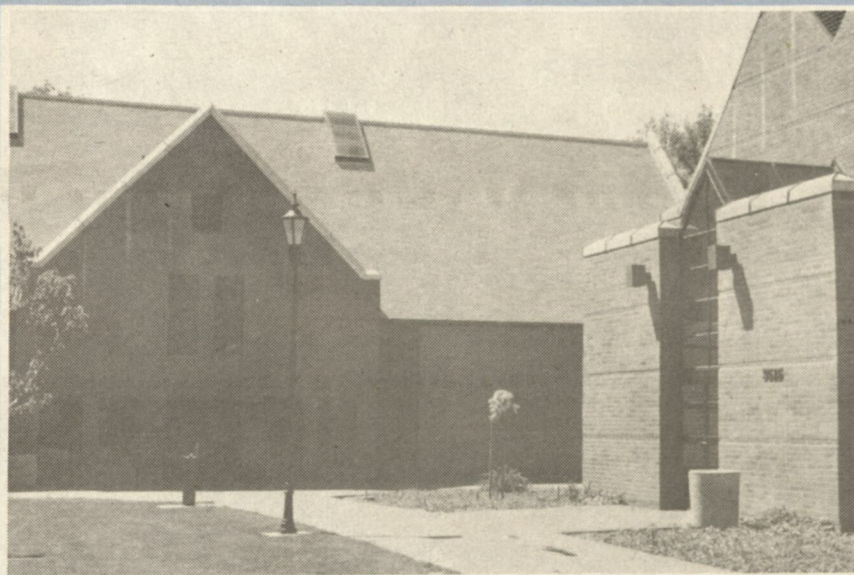
SCHOOL OF ENGINEERING

One of the most dramatic "turn-around" stories of the past 16 years involves the School of Engineering. When McCaffrey took office, serious discussions were underway regarding the future of the school. Enrollment had dropped below 50 students and consideration was being given to dropping engineering from the curriculum. Instead, a program of cooperative education was established and periods of required practical experience were combined with class study.

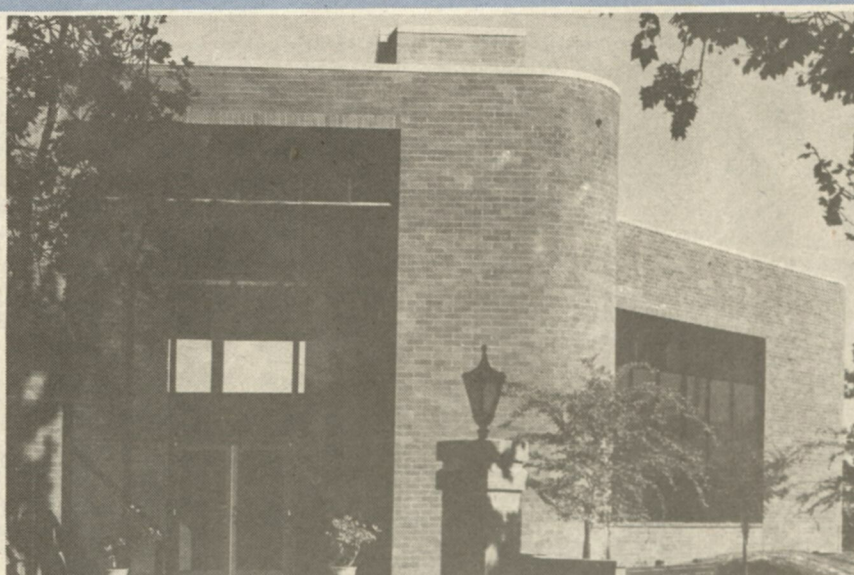
These new programs, and a resurgence of interest in engineering, helped enrollment increase to more than 600 students. A gift from the Said Khoury family, whose son graduated from the school, led to the construction of Khoury Hall to house new programs in Mechanical Engineering. A group of Engineering alumni from Kuwait and several members of the Board of Regents also contributed to this project. The growth in electrical and computer engineering programs led to expansion into Anderson Hall, a one-time central dining hall for the campus. At the time of McCaffrey's arrival at UOP, Engineering was housed in Baun Hall. Today, the Engineering complex also includes Khoury Hall, Anderson Hall and a fluids laboratory building.



The 6,000-seat Alex G. Spanos Center has featured numerous top sports and entertainment events since it was opened in 1981.



The new Rehearsal Center and Recital Hall are part of the \$2 million Conservatory of Music refurbishment.



The Center for Advanced Study of Law and Policy is one of many new facilities at McGeorge School of Law.

subsequently named The Long Theatre.

At the same time, one of the nine permanent buildings, the Agriculture Building, was converted to an instructional facility for Drama, with laboratories for set-making, costume-making and make-up. It also housed offices and classrooms, and

ing the 1960s, but had continued to be housed in a portion of Hand (North) Hall. What had formerly been a carpentry shop at Delta College was soon converted into new offices for the Communicative Disorders Department and into clinical facilities for the Speech, Hearing and

INTERNATIONAL CENTER

During the past 16 years there has been a growing interest in studying abroad and an increasing number of foreign students attending UOP. A gift from the Stephen D. Bechtel Sr. and Paul L. Davies families made possible the redesign and expansion of a lounge area into a Center for International Programs and International Services. A new School of International Studies was formed in 1987, made possible by a major gift from University Regent George Wilson.

BUSINESS AND PUBLIC ADMINISTRATION

During the past 16 years there has been the resurgence of interest in business administration. The University responded by forming a School of Business and Public Administration in 1977 from the Department of Business within College of the Pacific.

Moving the chemistry programs to the Science Center on the south campus made it possible to convert Weber Hall, one of the original Stockton campus buildings, into a home for the new school. The second floor has been developed into faculty offices and classrooms. The ground floor is currently being remodeled as an executive training center which will incorporate the latest technology for business training. Major gifts from the Bank of Stockton, American Savings and the Jones Foundation helped finance the renovation.

CONSERVATORY OF MUSIC

The generosity of Alex G. Spanos, an anonymous donor and the C.A. Webster Foundation has resulted in the development of music facilities that are among the finest in the West. The historic Conservatory Auditorium has been the site of numerous performances by artists ranging from students in recitals to performers in major touring Broadway companies. The building has been completely refurbished and air conditioned, and the entire lighting system for the stage and the auditorium has been modernized. This auditorium has been named the Faye Spanos Concert Hall in recognition of the support given by Spanos to this and other projects.

Also, an anonymous donor has contributed over \$1.5 million to enable the construction of a 120-seat Recital Hall and a new Rehearsal Center for choral and instrumental groups. These buildings are adjacent to the original Conservatory Building. This complex is an excellent example of combining the old with the new to provide modern facilities in a traditional college setting.

COMMUNICATIONS

Moving the University's public radio station, KUOP-FM, from a dilapidated quonset building to Hand Hall, and the development of Weber Hall as the home for the School of Business and Public Ad-

ministration, have resulted in Hand Hall evolving as a center for Communication programs. The Computer Sciences Department, which moved to Hand Hall this spring, has joined the Communication Department to develop a modern computer laboratory that is being used by these departments and the English Department.

UNIVERSITY LIBRARIES

Perhaps the most significant physical plant expansion in the past 16 years has been the construction of the new William Knox Holt Library and the refurbishing of the Wood Memorial and Irving Martin Libraries. This project has doubled the size of the main library.

A \$2 million gift from the William Knox-Holt Foundation, a \$500,000 gift from the late regent Holt Atherton, a \$600,000 challenge grant from the National Endowment for the Humanities and a \$500,000 grant from the James Irvine Foundation provided the nucleus for support of this project. The existing library structures are currently being remodeled and will be integrated into the new building by fall, 1987.

A significant portion of the new Holt

Library houses the Holt-Atherton Pacific Center for Western Studies, a nationally recognized repository for historical documents which includes the most complete collection of John Muir Papers in the country.

McGEORGE EXPANSION

The growth and development of McGeorge School of Law during the past 16 years can hardly be overstated. When this school became part of the University in the late 1960s, it had a part-time, evening enrollment of about 400 students and was housed in a single building located in Sacramento's Oak Park area.

Today, McGeorge's 1,400 students attend a 19-acre campus that boasts some of the most advanced law education technology available. Attractive new buildings, libraries, classrooms and resident apartments combine to make this one of the most distinctive law school campuses anywhere.

Ten buildings were purchased and remodeled and nine new buildings were constructed during this period. Limited space in this publication prevents a complete review of the development of McGeorge School of Law and the dynamic

leadership provided by its dean, Gordon Schaber.

SCHOOL OF DENTISTRY

Housing costs in San Francisco are among the highest in the U.S. and have been a serious problem for dental students for many years. The acquisition and remodeling of a seven-story convalescent hospital, just eight blocks from the Dental School, now provides affordable housing for over 120 dental students and their families. A unique aspect of this building is the inclusion of a complete dental laboratory so that students can "study" at home.

Although the main dental school building was completed in 1969, it was apparent soon after McCaffrey became president that many of its clinical facilities were already out of date. Modernization of clinical facilities began in 1974 and have continued since that time. The main clinic has been remodeled recently so that patients have easier access from Sacramento Street.

The physical changes and continued upgrading of facilities have resulted in the Dental School gaining recognition as one of the nation's leading dental institutions.

OTHER DEVELOPMENTS

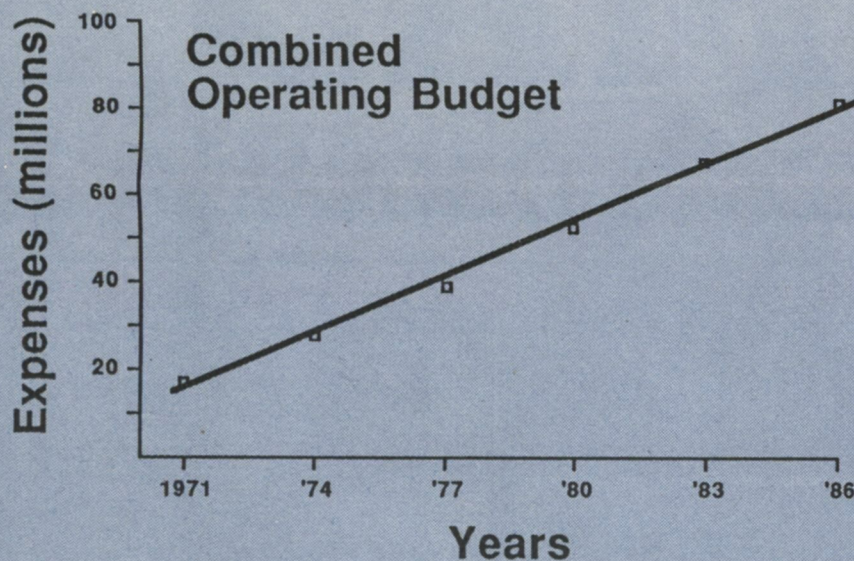
The University's physical plant operations also have been modernized during the 1970s. Instructional facilities once used for teaching auto repair at Delta College are now the headquarters for the Physical Plant Office and a complete "corporation yard" operation.

Computer services throughout the campus have become a major part of both the academic programs and the business management of the University. In 1971, the University computer was located in the basement of Cowell Student Health Center. Since that time, the University's mainframe system has been expanded twice and a new state of the art system was installed in 1976. Housed in what once was the University Book Store and End Zone coffee shop, separate computers are now used for academic and administrative purposes. In addition, a wide array of computer facilities are sprinkled throughout the campus.

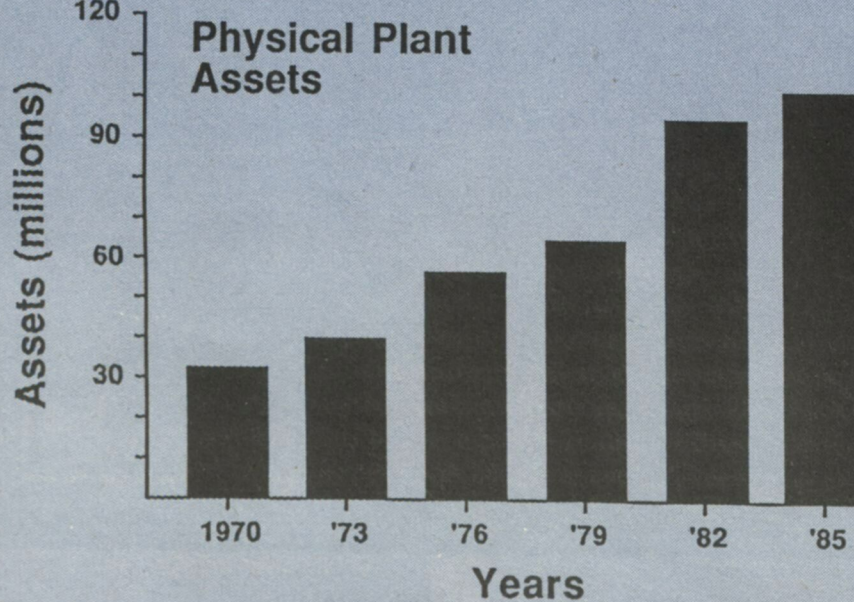
Landscape, parking and lighting are other areas that have undergone significant changes in the past 16 years. A major change in parking facilities was completed last fall, and landscaping has been incorporated into most of the major building projects. Traffic patterns have changed, with streets closed in the central part of the campus. Tree-lined walkways are being developed to link new facilities with the old.

Perhaps the Redwood Grove is one of the tributes most fitting to Stan McCaffrey. Planted near the Alex G. Spanos Center by one of the local Rotary clubs, the grove recognizes McCaffrey's distinguished work with this international organization. As this grove develops, so too will the campus that has been so dramatically changed under his leadership.

Combined Operating Budget



Physical Plant Assets



The above charts indicate the substantial monetary progress the University has experienced under the McCaffrey administration. The operating budget has more than quadrupled, from \$18 million to more than \$80 million. Physical plant worth has jumped from just over \$30 million to nearly \$120 million.

PROFILE: THE BOARD OF REGENTS



1987 Portrait of the President with the Board of Regents

by Jerry Jones
Director of Development

During Stanley E. McCaffrey's administration, we have seen significant changes in the size, composition and profile of the Board of Regents.

When he took office in late 1971, there were 30 Regents: 27 men and three women. Today there are 34 Regents: 26 men and eight women. In 1971, five of the Regents were Methodist Church-related; two are today.

A definite shift in the make-up of today's board involves the number of Regents who come from backgrounds of large business and professional enterprises other than agricultural. In 1971, seven Regents fit that entrepreneurial description; today, 13 do. With the intensified competition for corporate contributions, it is important to have regents who are knowledgeable in corporate philanthropy and management.

Ten of the 30 Regents serving in 1971 are still on the Board. During the McCaffrey years, 33 men and women have been elected and seated on the board. Twelve of these have been alumni, bringing the total number of alumni Regents to 14 — compared to 8 in 1971.

One thing has not changed: the Board of Regents' sense of dedication and stewardship for California's oldest chartered university. The University has just completed a \$30 million capital gifts campaign — to which the Regents contributed generously — and they are already talking about another campaign to seek \$50 million in endowment and other funds which will bring them closer to their goal of making Pacific the finest mid-size university in the West.

Serving on the Board of Regents for the 1986-87 school year are the following:

James Altman
Dir. & Exec. V.P.
Johnson & Higgins of Calif.
San Francisco

Hugh P. Barton President
R.P. Barton & Co.
Escalon

T. F. Baun,
Chairman of the Board
Clovis Ready Mix
Fresno

Walter A. Baun, President
Clovis Ready Mix
Clovis

Kenneth D. Beatie
Chairman of the Board
Tenco Tractor
Rough and Ready

R. L. Brandenburger
Vice President (retired)
Monsanto
Portola Valley

Robert C. Clarke, President
Surfside Hawaii
Honolulu

Loren S. Dahl
Federal Bankruptcy Court Judge
Sacramento

Mrs. James P. Darrah
Civic Leader
Stockton

Paul L. Davies, Jr., Attorney
Pillsbury, Madison & Sutro
San Francisco

Mrs. Frederick J. Early
Civic Leader
San Francisco

Robert M. Eberhardt, President
Bank of Stockton
Stockton

Louis F. Gianelli, Attorney
State Probate Referee
Modesto

Greenlaw Grupe, Jr.
Chairman and CEO
The Grupe Co.
Stockton

Leontine T. C. Kelly, Bishop
United Methodist Church
San Francisco

Robert M. Long
President and CEO
Longs Drug Stores
Walnut Creek

Angus L. MacLean, Jr., President
Coldwell Banker Institution
San Francisco

Eugene W. McGeorge
Sr. Staff Analyst (retired)
Standard Oil Co.
Mill Valley

Mrs. Winifred Olson Rainey, Owner
O.G. Olson Co.
Turlock

Dr. Dale F. Redig
Executive Director
California Dental Association
Sacramento, CA 95853-3749

Frank K. Richardson
Justice (retired)
Calif. State Supreme Court
Sacramento

Miss Lucy E. Ritter
V.P. — Securities (retired)
Calif.-West States Life Ins. Co.
Sacramento

Herman S. Saunders, President
Hollywood and Vine Productions
Los Angeles

Mrs. Maryanna G. Shaw
Civic Leader
San Francisco

Donald J. Smith, Partner
Turlock Fruit Co.
Turlock

Dean A. Spanos, President
A. G. Spanos Enterprises
Stockton

Mrs. Robert Spiekerman
Civic Leader
Stockton

R. Marvin Stuart
Bishop (retired)
United Methodist Church
Palo Alto

Mrs. Ben C. Wallace, Jr.
Civic Leader
Stockton

Edward W. Westgate, President
Westgate Development Co.
Napa

George H. Wilson, Rancher
Clarksburg

Thomas W. Witter
Executive Vice President
Dean Witter Reynolds, Inc.
San Francisco

Carlos C. Wood
Vice Pres., Engineering (retired)
Sikorsky Aircraft Div. United Tech.
Napa

Dr. Herbert K. Yee, Dentist
Sacramento

HONORARY MEMBERS

Mrs. Paul L. Davies
Civic Leader
San Jose

C. Vernon Hansen, Director
Crystal Cream & Butter Co.
Sacramento

Thomas J. Long
Chairman of the Board
Longs Drug Stores
Walnut Creek

Alex G. Spanos
Chairman of the Board
A. G. Spanos Enterprises
Stockton

Dr. Frederick T. West
Dentist (retired)
San Francisco



Modernistic Khoury Hall, built in 1983, stands as a monument to the phenomenal academic growth within the School of Engineering during the McCaffrey Administration.

by Doyle Minden
Director of Public Relations

In December, 1972, just a year after McCaffrey became president of the University, the *Wall Street Journal* declared in a front-page article: "Ahead of Its Time — Without Much Fanfare — University of the Pacific Tries Some New Ideas."

The article dealt primarily with Raymond College and the cluster college system that had been established during the 1960s.

A similar headline could be written today, but the content of the story would be far different.

Such a story today would continue to reflect the University's ability to adapt to the changing needs of students; but, just as their needs have changed, so would the emphasis of the story. The focus would now be on the expansion of career preparation programs, the escalation of programs in the health professions and the constant growth in international curriculum. It would have to mention, of course, the continued strengthening of a central liberal arts base for all programs of the University.

All of this has been accomplished in a framework of difficult economic times for higher education.

The *Wall Street Journal* article of 1972 also mentioned that "for the first time in five years the University began the fiscal year in the black . . . by a slim \$3,100," and that this was accomplished by denying the faculty and staff a proposed 4.5 percent salary increase.

The cluster colleges, which emphasized a broad, liberal education without an emphasis on a particular major, seemed to lose their appeal by the mid-1970s when a new genera-

tion of students realized that competition for jobs was becoming intense in a tight economy.

This shift was perhaps first reflected in the School of Engineering when enrollment jumped from 54 students in 1970 to 123 in 1972 — after introduction of co-operative work-study programs with industry. Since then, new programs have been added in mechanical and computer engineering and enrollment has grown to more than 600 students.

In some respects, the School served as a model for other divisions of the University which now have instituted programs of work-related experience into their curricula. Co-operative education has become an integral part of the offerings for many departments within College of the Pacific, and all of the professional schools include some element of on-the-job experience before graduation.

Although the cluster colleges lost much of their public appeal, they still included many elements that were considered important to a well-rounded academic program.

Among the most notable of these elements were international study-abroad programs and "integrated" studies, which combines programs from more than one discipline. Raymond College, the first of the cluster colleges, was especially recognized for its interdisciplinary programs. Callison College incorporated a year of study abroad as part of its academic offering. Elbert Covell College was designed to carry half of its enrollment from North America and half from Latin America.

While it may have been expedient to simply discontinue the col-

ACADEMIC

Innovation Marks

leges after enrollment dropped below acceptable levels, the decision was made to preserve many of their important elements by merging some of the attractive features into College of the Pacific. The result was the establishment of a Center for Integrated Studies and a Center for International Programs within COP.

The Center for International Programs is designed to work not only with students going abroad, but with UOP students from foreign countries. All students have the option of selecting from more than 100 overseas study opportunities, generally at the same cost as attending classes on campus.

This evolution reached a new dimension this year when the School of International Studies was established as a separate division of the University, which will enroll its first class in the Fall of 1987.

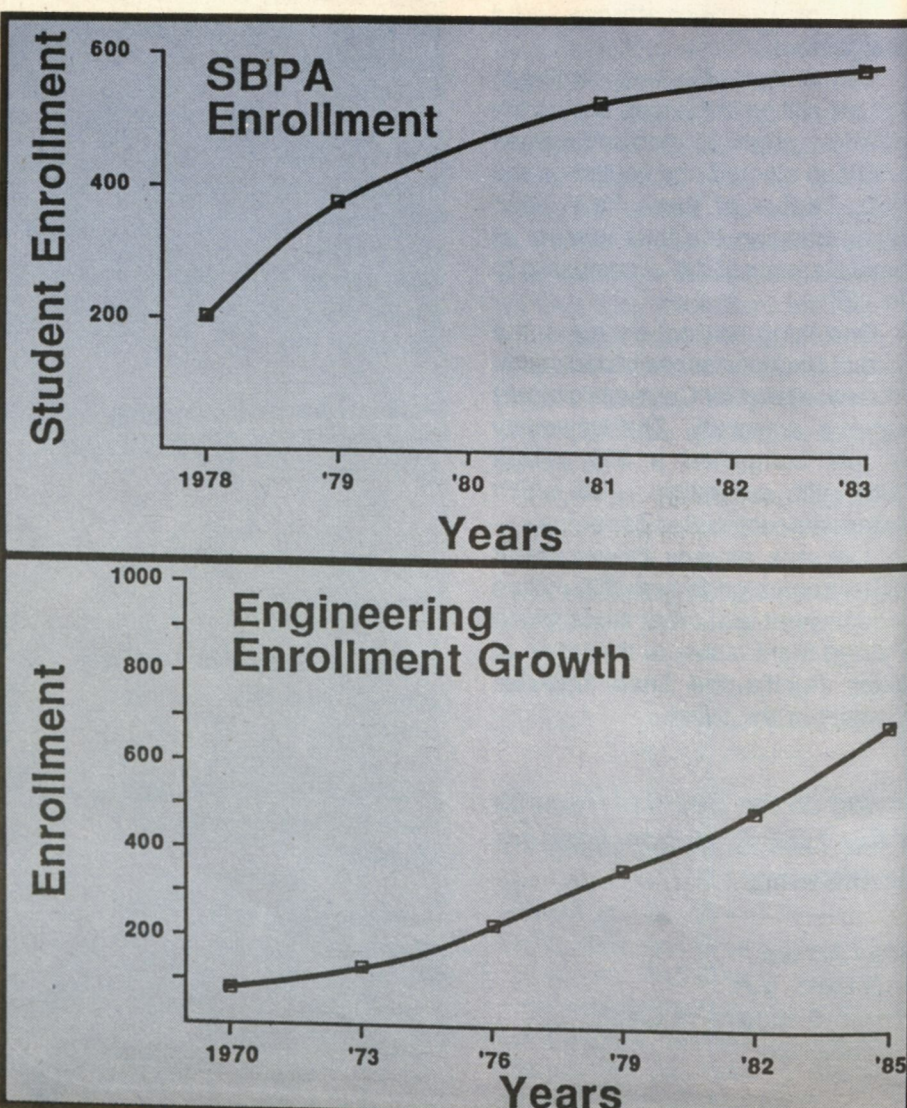
Another major change during the past 16 years relates to the preparation of students for careers in business and public administration.

While the University has offered business courses through the College

of the Pacific for many years, the decision was made in 1977 to form a separate School of Business and Public Administration. About 20 students were majoring in business at that time. Within five years the enrollment in the new SBPA had almost reached 600 students. At the same time, the curriculum and faculty were strengthened extensively earning the new school the distinction of receiving full accreditation from the American Assembly of Collegiate Schools of Business in its first year of eligibility. The faculty of the new school received national recognition, as well, for its numerous scholarly publications.

The health profession is another area where considerable expansion has occurred during the past 10 years.

Solid programs in biology, chemistry, physics and mathematics provided the basis for much of the expansion on the Stockton campus. Also, the Communicative Disorders Department and the Psychology Department were recognized as being leaders in their fields.



CHANGES

McCaffrey Years

One of the recent new areas to emerge was Sports Medicine. This program combined the sciences with elements that already existed in the areas of Physical Education and Recreation to form a new major that now has an enrollment of 68 students.

Many of these elements have also provided the basis for a new Master's program in Physical Therapy, established in the fall of 1986 with a maximum enrollment of 32 new students each year into the 21-month curriculum. This program, housed in the School of Pharmacy, has already gained distinction and next fall's entering class will be selected from an applicant pool of more than 183 students.

In addition, this pattern of utilizing existing strengths to build new programs aided in the development of programs in computer sciences and computer engineering during the computer technology explosion in the late 1970s.

Similarly, Conservatory of Music programs have been combined with business courses to develop new majors in Music Management and Entertainment Management.

As a residue of the 1960s, general education programs on most college campuses became nearly non-existent by the 1970s. UOP was no exception. With no general university requirements, each school, instead, established its own definition of general education. After extensive faculty study and debate, a new General Education program has been adopted by the University. Now, all students are required to take a core of general education courses that meet a University wide-standard.

Another new area has been the development of programs designed for the adult learner. University College was established in the mid-1970s as a separate administrative unit that drew from all divisions of the University to provide self-designed academic programs for adults. The focus of this division changed in 1984 to concentrate on offering degree programs to adult learners who had, for a variety of reasons, never completed their undergraduate degrees. Currently, there are more than 50 non-traditional students enrolled in University College. A companion office of Lifelong Learning also offers

a variety of credit/no-credit "lifelong learning" courses to fulfill academic requirements, professional advancement, personal enrichment, or community services.

Academic programs at McGeorge School of Law in Sacramento and the School of Dentistry in San Francisco have also undergone considerable change during the past 16 years.

As the McGeorge campus grew and expanded, so did its academic offerings. It has now become a national leader in programs that prepare students for the actual practice of law in the court room. The School gained international recognition through the development of its "Courtroom of the Future," which has largely influenced how courtrooms are designed. Its circular structure and extensive use of television as an aid to trials has been incorporated into many courtrooms throughout the nation.

McGeorge also developed extensive programs in International Law, with a major study center in Salzburg for graduate programs in business and taxation law. The Center for Legal Advocacy and Center for Advanced Study of Law



The new School of International Studies, which evolved from the innovative "cluster colleges" of the 1960s, will accept its first students this fall.

and Policy provide opportunities for Post-Juris Doctor degree programs and graduate programs leading to the Master's of Law in Taxation, Business and Taxation and Transnational Practice.

To exemplify its academic distinction, McGeorge is one of only 76 of the 174 American Bar Association accredited schools to be awarded a chapter of The Order of the Coif — the highest academic recognition for a legal education program.

Similarly, the School of Dentistry has achieved international recognition for its excellence. Dental

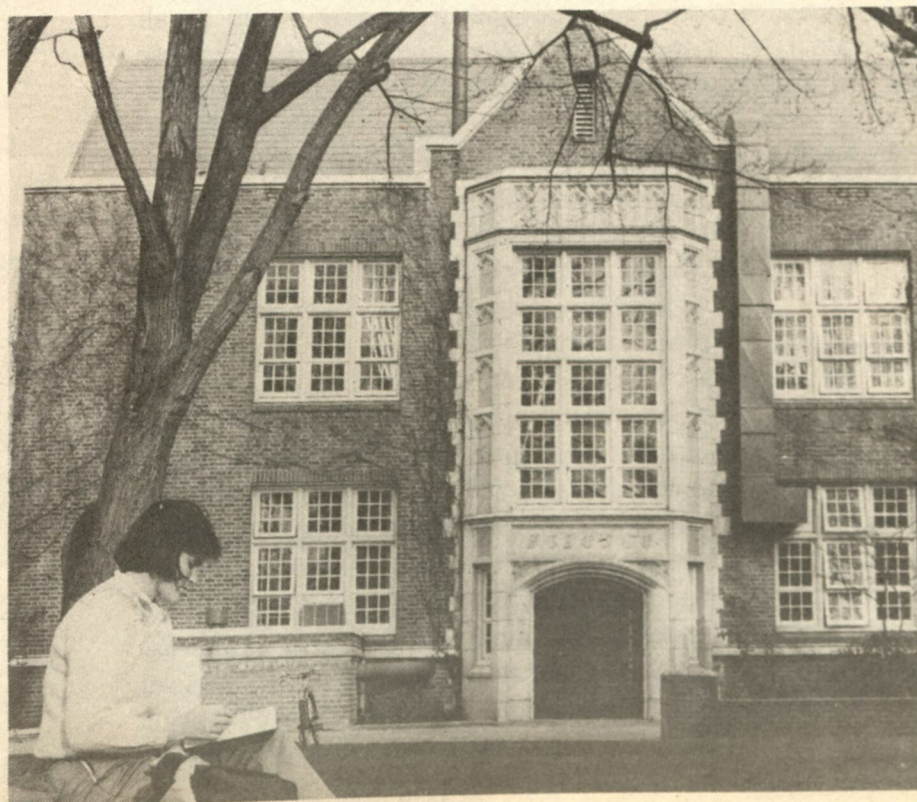
School admission remains highly competitive. Its state-of-the-art facilities, high-quality students and strong graduate performances on the state and regional dental examinations have combined to give the School a reputation as one of the leading dental learning centers in the nation.

In the fall of 1984, a special cooperative agreement was made between the Dental School and College of the Pacific, allowing highly qualified high school graduates to enroll in a two-year pre-dental program on the Stockton campus. At the beginning of their junior year, the students become eligible for admission to the Dental School.

While practical clinical experience has always been an important component of the Dental School program, an extensive program of external clinics has been developed during the past decade. These clinics, often located in low-income areas, provide students with "real-life" experiences. At the same time, dental services are brought to individuals who otherwise may not be able to receive them.

In addition, several highly specialized clinics have been developed at the Dental School, providing a basis for research and training for students and faculty alike. Throughout the University, the past decade-and-a-half has been filled with change. The end result has been new programs that combine the strengths of several areas, and the development of entirely new fields of study to meet the changing needs of students.

It is indeed a far different — and far stronger — university than students knew in 1972.



The School of Business and Public Administration, currently celebrating its 10th anniversary, recently moved into gleaming new quarters in Weber Hall.

He looks presidential — tall, handsome, softly greying, impeccably dressed and always in command. He sums up a meeting or conversation with words of finality. His "presidential comments" are to the point and always carry a spark of optimism for Pacific. He is willing to make tough decisions, which are seldom satisfying to all, because the buck stops at his desk. He leaves no doubt that the President of the University of the Pacific is in the room.

*by Dr. Clifford L. Dochterman
Vice President-Executive Assistant*

PRESIDENT McCAFFREY

— THE OTHER SIDE

While most students, faculty and visitors to the University observe this businesslike portrait of the President, close friends and associates frequently see the other sides of Stan McCaffrey. Band Frolic parodies of "President Stan" often portray a friendly, hand-shaking fellow in an orange jogging suit whose primary task is to raise tuition on hapless students. While sorority and fraternity skits may be capturing his 6:30 a.m. jogging ritual, the students are clearly unaware of the personal anguish he feels annually when tuition fees must be increased to meet rising operating costs. His concern and deep affection for students and their needs have been a hallmark of his 16-year presidency. The President takes great pride in knowing individual students and identifying them as he walks across

"He shares information in a manner uncommon to most university chief executives."

the campus. He is unusually sensitive to complaints from students or parents.

Stan McCaffrey's administrative style is one of openness and a desire to foster an optimal flow of information. His occasional "campus letters" give recognition to University colleagues, explain policy changes and express personal views on campus issues. He initiated all-campus budget meetings and other open discussion sessions to provide the campus community with unique opportunities to ask questions and receive straightforward answers. He shares information in a

manner uncommon to most university chief executives.

The presidential staff members are well aware of his passion to respond to correspondence. A large stack of letters, considered lengthy by many business standards, are delivered to the Stockton Post Office at the end of each day. Friends realize how liberal he is with praise and recognition for work well done or honors deserved, and how thoughtful he is with words of compassion for those who are suffering personal loss or tragedy.

Another special McCaffrey communication is his "family letter" which he personally types each weekend and religiously mails to all members of his family and a circle of very close friends. The family letter, typed from edge-to-edge, provides a chronicle of the week's activities in the life of Stan and Beth. These very-detailed family letters, written during his year's travels as President of Rotary International in 1981-82, provided the basis for a fascinating book published as a travelogue and commentary of Stan and Beth's visits to 75 nations.

The President has had a lifetime interest in athletics dating back to his active school and university competition in football and baseball, as well as a stint as a sports reporter for a local newspaper during his high school days. Until recent years, the President participated in the annual UOP Varsity-Alumni baseball game and played a few innings at his favorite first-base position. Students on the Varsity team never knew if some form of retribution would result from "fanning" the President or throwing him out at first.

Stan is an avid tennis player and has week-



Stan goes for his morning jog.

ly games with several faculty members and Stockton community players. Stan and Beth's new home, to be occupied following their retire-

ment, was built near a prominent tennis club in Moraga, where the couple were first introduced by Tapan Munroe, former economics department faculty member and frequent tennis partner.

The President is nearly always in attendance

"In spite of his love for sports, Stan has a deep concern for the growing cost of intercollegiate athletics."

at UOP football, basketball and volleyball games. He can usually be found in the team locker room following the game giving congratulations for a win or consoling team members after a loss. Most of the athletes he will address by name. Stan frequently comments that one of the most difficult tasks of the presidency is to sit next to the president of a visiting school to watch a football game and make polite conversation while your team is losing. In spite of his love for sports, Stan has a deep concern for the growing costs of intercollegiate athletics. He has vigorously led the Pacific Coast Athletic Association and other national sports associations in seeking reductions in travel expenses, length of seasons, coaching staffs and administrative costs.

Stan is identified in other special ways throughout the campus community. His "UOP" license plate is, naturally, one-of-a-kind and has occasionally been the object of a souvenir hunt by campus pranksters.

Stan is an "easy mark" for any new Adidas sports equipment, jogging shoes or warm-up suit. Over the years he developed a personal friendship with the late Adi Dassler, founder of the Adidas Company in Germany. On several

"...he has personally conferred degrees to over 20,000 graduates."

occasions, Stan and Beth have been personal guests at the Adidas Sporthotel. His visits to the sporting goods factory are comparable to a child's tour of a candy store.

The President does not claim to be an accomplished musician, although from time to time he might privately be encouraged to play the piano. Unfortunately, his entire repertoire is a very slow rendition of "Springtime in the Rockies." His other venture into musical recognition is his annual guest conducting performance at the University Band Concert on the lawn, traditionally held on Mother's Day. Each year Stan mounts the podium for the final number on the concert program, a stirring performance of John Phillip Sousa's "Stars and Stripes Forever." The occasion is acclaimed a huge success if the band and conductor end at approximately the same time.

President McCaffrey takes deserved pride in the fact that he has personally conferred degrees to over 20,000 graduates. Frequently he gives a kiss to coeds as they receive their diplomas. During a recent Commencement ceremony, one of the platform party whispered,



Stan gives his "famous" graduation kiss.

"How does he select which ones to kiss?" An observing dean responded, "It's a judgement call. He kisses those who seem to want to be kissed." On one particular Commencement day, the President had just recovered from a spring cold. Vice President Judy Chambers was heard to comment, "Well, today the girls get a diploma, a kiss and a head cold all at the same time."

A telephone call to the President's home after 9 p.m. will usually find the President already retired for the evening. Staff members know that there are virtually no questions or news reports which cannot wait until the next morning. By 6 a.m. you will find the President actively proceeding with his morning events, which include his jogging routine and reading three newspapers, *The Stockton Record*, *USA Today* and *The San Francisco Chronicle*.

The University dining service knows that a presidentially ordered luncheon or dinner includes ice cream and cookies. Stan's weakness for ice cream is recognized by his staff members, who have occasionally selected gift certificates from Baskin-Robbins or Haagen Dazs ice cream stores for Christmas or birthday gifts for the President. Similarly, a trip to the ice cream store is a favorite diversion for Stan when his three grandchildren visit.

Beth McCaffrey is always the charming, gracious and helpful "First Lady" of the University. Her pleasant disposition and ready smile earned her the name "Sunshine Girl" during the McCaffreys' worldwide travels for Rotary International. Students frequently find Mrs. McCaffrey as the first source for help when confronted with campus problems and seek out the President's home for assistance. Beth has presided over hundreds of receptions at the President's Home and is equally at ease with students, parents, faculty or distinguished guests, ranging from industrial leaders such as Stephen Bechtel and Edgar Kaiser, to Cabinet officers like Caspar Weinberger and such celebrities as Abby van Buren, Janet Leigh and Don Meredith.

Beth and Stan are naturally proud of their grandchildren, Kevin, Brooke and Darren, ages



Stan poses with his son, Dr. Stephen McCaffrey, and his grandchildren (left to right) Kevin, Brooke and Darren, following his last appearance in UC Berkeley's alumni baseball game approximately 10 years ago.

13, 12 and 11, who frequently visit from Davis. Last summer the three grandchildren toured Germany, Austria, England and Ireland with Beth and Stan, and it was a great experience for all. It is not unusual to see Stan with Kevin, Brooke and Darren hiking around the campus or playing ball near the President's home on a Saturday or Sunday afternoon.

The McCaffreys take equal pride in the professional accomplishments of their son, Dr. Stephen McCaffrey, professor of law and specialist in international and environmental law. He is now serving a second five-year term as the United States delegate to the International Law Commission of the United Nations.

Tragedy clouded the President's Home in 1984 with the untimely death of the beautiful McCaffrey daughter, Nancy. Her passing has left a giant void in the hearts of the McCaffrey family and her many friends. In her loving memory, Stan and Beth created a small memorial park on the Mendocino Coast.

Those who observe the President leaving his home at 8:15 each morning will notice that he makes a short stop on his way to the office. A

"The President's office is a . . . place of long hours, hard work and few bouquets."

few moments of meditation in Morris Chapel is part of the President's daily routine, as he seeks personal strength and guidance for the tasks of the day. These few quiet moments are symbolic of the University presidency, which in itself is a lonely position. Surrounded by the swarming crowds of enthusiastic students, dedicated faculty and efficient administrators, the President often finds the position of arbitrator, decision-maker and official spokesman to be isolated from the spontaneous pleasantries of a bustling campus. The President's office is a quiet one. It is a place of long hours, hard work and few bouquets.

In days filled with reports, committee meetings, fund raising obligations, correspondence and personal appointments, the President always looks forward to the opportunities to be with students. Parents usually express surprise in seeing President McCaffrey attend a reception for prospective students. Attendance at such regional recruiting meetings is regarded by the President as one of his most important responsibilities — to tell future Pacific students about the quality of the educational environment at UOP.

On the South Campus near the Spanos Center is a grove of redwood trees appropriately dedicated to Stan's year as Rotary International President. During a year's leave of absence, Stan provided worldwide leadership to the most international of the world's service clubs. The Stan McCaffrey Redwood Grove is dedicated to "world understanding and peace" and for generations the trees will stand as a symbol of Stan's personal mission to promote peace in the world and greater understanding and goodwill among people.

These are a few of the many sides of the President of the University of the Pacific which many people never see.



The University's "First Lady," Beth McCaffrey

BETH McCAFFREY

Perhaps the New Zealand Rotarians best described Beth McCaffrey when, during one of Stan's and her visits, they nicknamed her "The Sunshine Girl."

A nickname that has remained with her during their many Rotarian travels, it also aptly describes the First Lady of the University at the countless events she has attended with her husband throughout his career.

She has been an integral part of the "McCaffrey years" as the "first family" at UOP. From the early days of their marriage, Beth has accompanied Stan as he traveled throughout the world.

Stan is quick to recognize Beth's role in making their life a success just as he recognized her when he was selected as President of the University.

Ted F. Baun, chairman of the Board of Regents at that time, commented that "members of the search committee were told that with the McCaffreys we'd get two for one."

In addition to hosting the numerous social events held at the President's home on campus, Beth has been known to generously assist students who may call "at all hours of the night or on weekends, not knowing where to turn for a solution to a crisis, such as being locked out of their room," Stan relates. He says he doubts he would be so helpful if he were to take the phone calls.

Beth and Stan have had a particular attachment to foreign students, dating back to his days with the University of California at Berkeley. At that time they helped 13 non-US students complete their education at the University by providing live-in jobs for them at their home. They also host an annual reception for foreign students at their home on this campus.

"Beth," as she is known to students, faculty, alumni, and around the world among Rotarians, indeed radiates "sunshine." Her warm, friendly nature and ever-pleasant smile have made her a friend who cannot be replaced in the minds of all who have met her.

ROTARY INTERNATIONAL

by Doyle Minden
Director of Public Relations



Dr. Stanley E. McCaffrey, as president of Rotary International, 1981-82.

Rotary International has been an integral part of Stanley McCaffrey's career. His involvement in this prestigious organization has helped the University become known throughout the world.

In 1981-82, the Board of Regents granted McCaffrey a one-year leave of absence to serve as President of the one million-member international service organization. McCaffrey devoted that year to promoting "World Understanding and Peace Through Rotary," perhaps one of the most ambitious programs ever undertaken by a Rotary president.

McCaffrey firmly believes that individuals, through organizations like Rotary, can make a significant contribution toward world peace through a personal exchange that often cannot be achieved by governments.

Toward this end, McCaffrey established eight "Conferences of Goodwill" which united Rotarians from countries that often were involved in severe political conflicts. One such conference, held between Pakistan and India, resulted in an understanding between these nations that "there would never again be war between them." Other conferences were held in the Middle East, Africa, the Caribbean, Ireland, Latin America, and the Far East.

During his year as President of Rotary International, McCaffrey, frequently accompanied by his wife Beth, circled the globe three times and traveled more than 200,000 miles visiting nearly 75 nations. Many of the programs he established during that year continue to flourish in Rotary International as part of its ongoing effort to improve relations between nations by promoting better understanding among individuals.

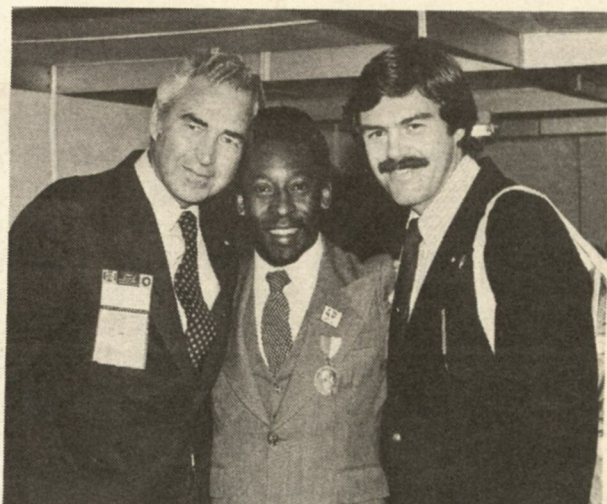
McCaffrey first joined Rotary in 1948 in Berkeley. He served as president of the Berkeley Rotary Club in 1954-55 and was a Rotary District Governor in 1964-65. In 1968, he became a director of Rotary International, and in 1970, the year prior to becoming president of the University of the Pacific, he served as vice president of the worldwide organization. He continues to serve as a trustee of the Rotary Foundation, which provides nearly 1,000 graduate scholarships each year and supports numerous humanitarian projects throughout the world.



Stan and Beth enjoy a private audience with Pope John Paul II during their Rotary International travels.



The late Moshe Dayan, Israel's former Minister of Defense, shares a light moment with McCaffrey.



McCaffrey and son Stephen pose with soccer great Pele in Sao Paulo, Brazil.



McCaffrey helped end the conflict between India and Pakistan. At right is the late India prime minister Indira Gandhi.



The President and Mrs. McCaffrey (front, center) at the President's highly successful Korea-Japan "Conference of Goodwill."

A COMMITMENT TO STUDENT LIFE

by Dr. Judith M. Chambers
Vice President for Student Life

Any review of the McCaffrey Presidency must include a chronicle that critiques his important contributions to the student culture and environment of the campus. From the very beginning, Stan McCaffrey knew that any commitment to excellence in higher education must also be a commitment to excellence in student life as well. His 16 years as President reflect that philosophy.

In 1972 he appointed a University-wide task force (one of four) charged with the responsibility of reviewing the entire student life program. The report, completed some months later, contained a number of important recommendations designed to enhance and improve the entire area of student life on campus.

Shortly after the report was received, President McCaffrey began implementing the suggestions of the committee as well as his own recommendations. In 1973 he consolidated all the campus student services, renamed the area the "Division of Student Life," and appointed a new Dean of Students. This important consolidation immediately improved the quality and the consistency of delivery services and programs to students. Emphasis was placed on the helping nature of the Office of Student Life, as well as the various departments throughout the campus providing assistance to students. Student Life staff were charged with the responsibility of building a program that would address the needs of students in the 70s, 80s and beyond.

The consolidation of student services and programs resulted in some very important changes within the Division of Student Life itself. Shortly after this happened, in 1974, the Career Planning and Placement Center was moved to a central cam-

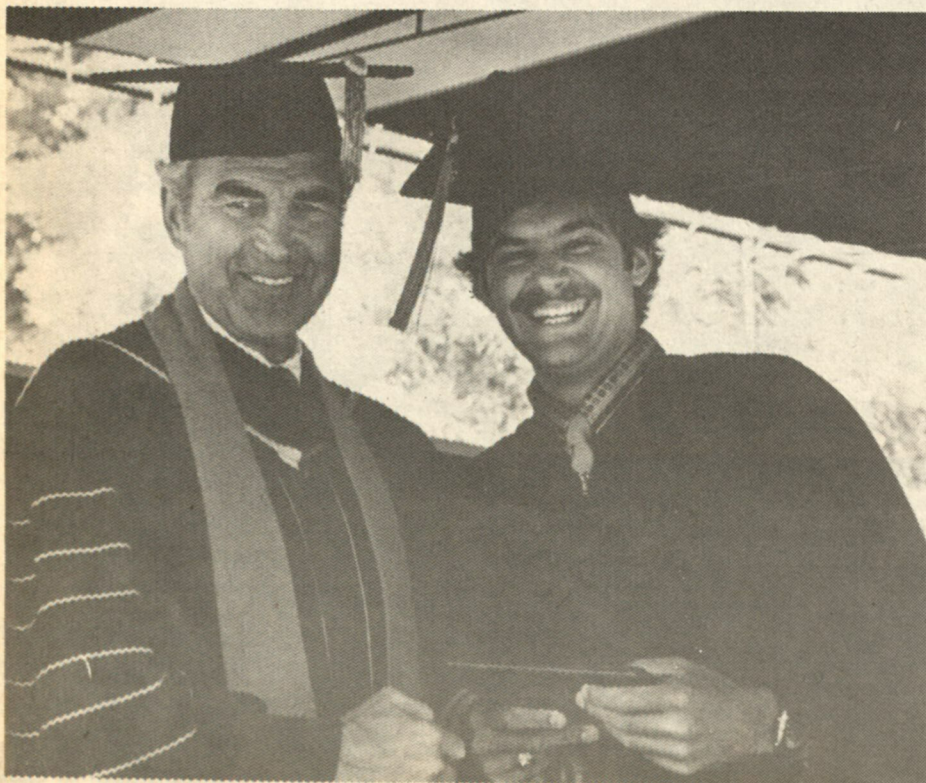
pus location and, in addition to providing part-time jobs for students and placement services for graduates, a new component was built into the program: career development. New staff were added, state-of-the-art technology to assist students in career objectives was provided, and opportunities for students to take tests to determine vocational choices became an important part of the services offered by the Department of Career Planning and Placement.

In 1974, the University Center was completed, providing a central focus to the campus activity programs. The first building completed under the McCaffrey Presidency, the center serves as a further commitment to his goal of enhancing student life on campus. The Center, with its multiple facilities, provides meeting quarters for student government, three separate food service areas for the University community, a theatre, a game room, a bookstore, a student-run grocery store, and a central socializing location for students.

Another important result of the consolidation was the movement to a University-wide program of student advising and orientation.

While the orientation program is designed to enhance the diversity of each academic unit, there are many University-wide activities that are now built-in components of the orientation program. New students from all academic units come to the campus during four separate summer orientation periods to be tested, advised and registered. They become fully acquainted with the campus and collegiate expectations for their return in the fall.

An important component of the orientation process has been the development of a student advising



McCaffrey congratulates 1978 graduate and ASUOP President, Randy Breschini. McCaffrey has conferred degrees to two-thirds of all of Pacific's graduates.



McCaffrey has built strong alliances with the University's international students.

program. Undergraduate students are trained through an academic course, "Foundations of the Helping Profession," prior to assuming their responsibilities as student advisers. New students entering the University are assigned a faculty adviser and a student advisor who works with them during their first year of enrollment at UOP.

This program, along with our orientation programs for new students, have received national recognition through awards from the American College Testing Program and the National Academic Advising Association.

Simultaneously with the development of the orientation and student advising programs, emphasis has been placed on the campus living environment. Training for resident assistants has been strengthened. As with the student advisers, they also take "Foundations of the Helping Profession." This class, taught by the Dean of Students and other members of the Student Life staff, represents one of the finest courses of its type in the country. It is designed to train student paraprofessionals for various work roles throughout the campus, primarily as student advisers and resident assistants.

New emphasis in residential life programming has been developed and designed to fully integrate the students' in-class experience with out-of-class experience. The Residential Life staff has been strengthened by the addition of several members holding master's degrees in counseling and guidance who have "live-in positions" on the campus and are strategically placed throughout the Residential Life system. This program's quality is recognized by Ernest Boyer and the Carnegie Foundation, who stated in their recent publication, "College: The Undergraduate Experience in America," that UOP has a program which "effectively uses residence halls as learning centers."

The Health and Counseling Centers have also developed and prospered under the McCaffrey Presidency. An emphasis has been placed on health and counseling education programs, on wellness activities and on taking the resources of those centers to the students rather than waiting for the students to find them. Each semester, for example, members of the Counseling Center give stress management workshops to students in the residence halls prior to final exam week.

Under the McCaffrey Presidency, the Office of International Services was developed in 1978. It is housed in the Bechtel International Center and provides an outstanding array of services and programs designed not only to assist international students, but to provide opportunities for American students to

have an intercultural experience.

The Office of the Chaplain was opened in September of 1983, after money was raised to endow a full-time Protestant Chaplain through the assistance of Bishop Marvin Stuart and the United Methodist Church. An integral part of the Student Life program, the Chaplain's office provides assistance to the entire University community through its outreach programs.

In 1975 President McCaffrey recommended to the Board of Regents that the position of Vice President for Student Life be created. In so doing, he told the campus community that "this constitutes recognition of the importance of Student

Life on the campus."

Since that time, there have been numerous staff changes within the Office of Student Life, all designed to strengthen the program and provide better services to students. Programs administered through the Office of Student Life include Greek affairs, parent orientation, enabling services, judicial matters, exit interviews and crisis counseling, as well as direct supervision of many departments within the division itself.

While continually looking to the needs of students in the decades ahead, President McCaffrey has maintained the important traditional values for which Pacific has always been noted. His close contact with

students is well known throughout the University. He is seen jogging through campus streets almost every morning. He attends A Cappella Choir concerts, chapel services, athletic events, and residence hall banquets, and is the annual star of Band Frolic each year as an impersonation target in virtually every skit. He and Mrs. McCaffrey entertain student groups in their home, are frequently invited to sorority and fraternity houses for dinner, and are sought-after guests at student activities throughout the year. His office has always been open to all students and many take advantage of his offer because they know his concern about their welfare is genuine.

Any recognition of President McCaffrey's contributions to the University must also acknowledge Mrs. McCaffrey's efforts as well. She has always been at his side supporting him and adding her own special kind of charm and friendliness everywhere she goes. She has been a tireless hostess at countless events at the President's home, a staunch supporter of University activities and, for many students, "a friend away from home."

The president's home receives many amazing calls from students: new students coming to campus for the first time looking for their residence halls, students who are locked out of their rooms and don't know whom to call, students who need assistance in where to go to solve a particular problem, and students who just want to talk because they have met Mrs. McCaffrey and trust her. In every instance, from the student who is locked out of a residence hall to the student who needs to talk, Mrs. McCaffrey is there — patient, interested and concerned. President McCaffrey would be the first to acknowledge that he simply could not have done the job without her.

All of the things that have been mentioned demonstrate the tangible ways in which President McCaffrey's philosophy has been implemented on campus. He is committed to the education of the whole person. He understands that Student Life exists to support and to supplement the students' academic experience. He knows better than anyone that Pacific can offer opportunities for student growth and development in and out of the classroom. Thanks to his leadership, the quality of those experiences has never been higher at Pacific.

William Sloane Coffin, the well-known and respected chaplain from Yale, once raised the question, "Where does the heart go to school?" For literally thousands of students, President McCaffrey has given new meaning to that old question. The students will never forget him or the influence he has had on their lives.



Stan has never turned down the joyful responsibility of crowning the new homecoming queen.



Stan has lent his heartiest support to the Tiger athletic legions. He is shown here on the steps of the State Capitol in Sacramento with the volleyball squad after they captured the first of two consecutive national championships.

Observations

FROM THE OFFICE OF DEVELOPMENT

by Dr. Ernest W. Wood
Assistant Vice President for Development

Few areas reflect more obviously what has been accomplished under the Presidency of Stanley E. McCaffrey than the dramatic increase of gift support to the University. The visual campus improvements, alone, attest to his fund-raising leadership; however, they are only part of what has resulted from his vision and efforts in attracting support to the University of the Pacific.

Records show that gifts to the University for the five years preceding President McCaffrey's arrival in 1971 totaled less than \$6.5 million, compared to the last five years which total \$30.4 million. This is a jump from an average of \$1.3 million annually to \$6.1 million in total gift support to UOP.

Beyond the impressive statistics and the success of the \$30 million Campaign For A Greater Pacific — which exceeded its original goal by more than \$4 million — is the spirit President McCaffrey has brought to the task of fund raising to meet the challenges facing the University. No comprehensive major capital campaign had ever been launched by the University in its 130-plus-year history. Yet, in spite of skeptics who doubted \$30 million could be raised, President McCaffrey believed that the University deserved such support and never wavered in working toward that goal. He was determined to improve the quality of the University's facilities to parallel the

academic excellence of its programs for students and faculty alike.

The demand for a university president's time and attention in response to so many diverse areas of responsibility creates an almost too stressful daily schedule. From a development officer's point of view, there were, obviously, many times when the president could have forgone yet another obligation: another campus guest to host at lunch, another special event requiring his speech, a dozen more letters to write thanking donors for a gift or a lengthy explanation to a Foundation board as to why the University deserved their funding. But that's what successful fund raising takes, and that's what President McCaffrey was always willing to give. Upon reflection, it would be interesting to know how many speeches he gave on the University's virtues to attract support during his 16 years as President, or the number of prospective donors he hosted, or the thousands of hours he spent in various ways to challenge alumni, corporate officers, parents, foundation executives and friends to "join in the crusade of making the University of the Pacific an even finer institution."

In the almost eight years I have worked with President McCaffrey in the University's fund raising program, I have gained tremendous satisfaction from his masterful and ap-

propriate presentations of the University in both public and one-on-one fund raising activities. This is in stark contrast to some stories I have heard from fellow development officers at other institutions in which their university president gave the wrong speech at a fund raising event or presented the needs of the School of Engineering to a prospect whose main interest was in drama programs. With the kind of schedule a president keeps, one would think that such mishaps would at least happen occasionally.

But President McCaffrey's alertness and concentration on the importance of attracting support to the University consistently put us at ease whenever he was presenting the case of support for the University.

Yes — as a result of the new support to the University during the McCaffrey administration — the endowment has increased, many new buildings stand as permanent monuments to his leadership and there has been a dramatic increase in total support to the University. Beyond that, however, those of us on the development staff who have dealt with the nitty-gritty of fund raising will always appreciate President McCaffrey's spirit, appropriateness, preciseness, optimism and encouragement — qualities that fund raising statistics don't reflect, but which will be reflected in our hearts always!



Alumni from throughout California and Hawaii honored the McCaffreys at a series of receptions held during the past several months. One of the largest gatherings was held by the Los Angeles Pacific Club under the direction of Mark Rogo, '75. Shown here with McCaffrey are David Gerber, '50, president of ABC Television Pictures (left), and Herman Saunders, '40, a member of the Board of Regents and president of a film production company.

"If we are to remember the McCaffrey years for any particular achievement, it won't be only for expanding to the Delta campus, the library addition or the \$30,000,000 Capital Campaign. It will be for the stature UOP's graduates have achieved in society at large, the positions in business, industry and government they hold, and their commitment to the University. These are traits of young adults who have become leaders in their chosen fields, and whether they realize it or not, it all stems back to their days at Pacific and the many lessons they learned as students."

An excerpt from Mark Rogo's address at the Los Angeles Reception



Carol Burnett is chairperson of the Annual Parents Fund.



Dave Brubeck, Conservatory '42, performs at alumni club event.



The procession of 50-year graduates highlights Commencement.

ALUMNI AND PARENT PROGRAMS

by Kara Brewer
Director of Alumni Parent Program

The number of activities for alumni and parents have increased dramatically under President McCaffrey's leadership. Recognizing the importance of volunteer involvement with the University, the Office of Alumni and Parent Programs has organized events on campus and throughout the state, enabling friends of Pacific to enjoy staying in touch with the University and each other. In turn, alumni and parent support has expanded in many ways as they continue to generously give time and money to assist the University in its academic mission.

Pacific Family Day was first held in 1977. This event, held early in the semester, gives alumni, parents and their children an opportunity to directly experience the academic life of the campus. Several hundred participants come each year for the day-long program of lectures and seminars by faculty members. The marching band enlivens a barbecue luncheon which is served on Knoles lawn, and the day concludes with a football game in Pacific Memorial Stadium.

Homecoming Weekend, another fall activity, attracts greater numbers of alumni every year as more and more alumni return to the campus to experience various events, including the traditional parade and football game. The Alumni Awards Luncheon was added to the schedule of events in 1981. The luncheon honors alumni for their service to their professions, their communities and the University. A regular program of reunions has also been established for homecoming, so that every class from 1976 and earlier has now been invited to two reunions during the last ten years. The Alumni Office works with volunteer class committees to plan these festive gatherings.

Alumni Fellows Day, first held in 1978, features outstanding alumni invited to return to the campus each spring to speak with students about professional challenges and oppor-

tunities.

Another alumni-sponsored event in the spring honors the outstanding graduating seniors of each school and college of the University. This luncheon, along with the Alumni Fellows Luncheon, is one of the most inspiring events of the academic year. Seniors and alumni speak individually about the significance of their Pacific experience.

All seniors are invited to the Senior Champagne Brunch, where they are welcomed as members of the UOP Alumni Association. Membership is free and includes a subscription to the Pacific Review.

The Half Century Weekend is a very special springtime reunion for all those who have graduated 50 or more years ago from the University. President McCaffrey's greetings have been an important part of the luncheon program in which the 50-year class is inducted. This anniversary class has marched in the COP Commencement procession since 1977. After everyone — graduates, families and faculty — is seated, the 50-year Class enters to the strains of "Pacific Hail" on the carillon. They each carry a rose to create a memorial bouquet on the platform. The continued vigorous loyalty of these older alums impresses everyone in the audience.

In addition to the events on campus, programs are now held throughout the state and in Hawaii, thanks to the 12 Pacific Clubs that have been formed in the last 10 years. Alumni and parents receive invitations to informal social events, picnics, dinners with faculty speakers, receptions, hikes, and musical performances. They have an opportunity to meet other local Pacificans and keep in touch with the University. These local groups also host "Spring Parties" for prospective students and their parents, helping the Admissions Office recruit able and talented students.

The Pacific Club Steering Committees plan and organize the events, in conjunction with the Alumni Office. These hard-working, generous volunteers form a vital part of the volunteer corps which supports and assists the University.

Another volunteer group, "The Orange Aide," has been organized in recent years. Coordinated by the Alumni Office, it is comprised of nearly 100 local women who give Alumni and Parent Programs their time to act as hostesses, tour guides and telephone committees, as well as provide international student hospitality and perform other volunteer services for the University. The Parents Advisory Board was formed 15 years ago to facilitate communication between parents of current students and the University. The Alumni Admissions Representatives work with the Admissions Office, attending college nights and making personal contacts with prospective students.

The most important of these volunteer groups, though, is the Alumni Association Board of Directors. Thanks to the leadership of President McCaffrey and the dedication of its officers and members, this group has experienced remarkable growth both in its numbers and scope of responsibility. With the inauguration of an annual weekend retreat in 1981, the Board set about developing long-range plans for Pacific Alumni. Seven committees carry out the ambitious goals that were defined. Each year these objectives are reexamined and progress is measured by the Board's determination to serve both the University and its alumni.

During the "McCaffrey Years," alumni and parents have become even more significant members of the Pacific family. They look with pride at their past contributions and they view the future with confidence as they continue to strengthen and develop the positive relationship which thrives between UOP and its constituencies.

HIGHLIGHTS OF THE STANLEY E. McCAFFREY ADMINISTRATION 1971-1987

1971

Death of Robert E. Burns in February
Dean Elliott Taylor named to chair Search Committee for new President
McCaffrey named as 21st President of the University in October
McCaffrey assumes office on December 1

1972

Task forces named to study various aspects of the University
Chris Kjeldsen Swimming Pool dedicated
President McCaffrey inaugurated at Commencement Ceremonies in May
Construction begins on McGeorge School of Law Courtroom of the Future
Cliff Dochterman named to new position as Vice President-Executive Assistant

1973

University Center construction begins
University-Community Forward Together Committee formed
Caspar Weinberger, Secretary of Health, Education and Welfare, honored as Commencement speaker
Pacific Club completed on east rim of Pacific Memorial Stadium as gift from Alex Spanos
Enrollment Task Force established to expand student recruiting

1974

McGeorge School of Law Courtroom of the Future dedicated
McGeorge School of Law Library expansion announced
Purchase of San Joaquin Delta Community College campus completed for \$4.5 million
Major capital campaign considered by Board of Regents

1975

University Center completed — dedicated April 26
Judith Chambers named to new position of Vice President for Student Life
School of Education moves to former Delta College library building
School of Dentistry begins clinic renovation
Owen Hall remodeled for Conservatory practice rooms
Former bookstore becomes Computer Center

1976

Long Theatre dedicated on south campus
McCaffrey elected to The Berkeley Fellows
McCaffrey elected president of the Association of Independent California Colleges and Universities
University receives Kellogg Grant to aid academic planning

1977

Drama Department moves from Rotunda to renovated building on Delta property with new DeMarcus Brown Theatre
Holt Atherton Pacific Center dedicated in temporary quarters in School of Education building
School of Business and Public Administration established
Physics moves from Pharmacy Complex to Olson Hall on south campus
Raymond and Callison Colleges combined
Women's Volleyball begins intercollegiate competition

1978

Campaign "For A Greater Pacific" begins with \$30 million goal
Public campaign for events center announced
McCaffrey represents U.S. in Far East Fulbright events
Communicative Disorders and Speech, Hearing and Language Lab move to remodeled former carpentry shop on south campus

1979

Men's basketball team leads conference and plays in NCAA regional tournament
Pacific Marine Station at Dillon Beach closes
Ground broken on Alex G. Spanos Events Center
Center for Integrated Studies and Center for International Programs formed within College of the Pacific as successor to Raymond and Callison Colleges

1980

KUOP-FM moves to new quarters in Hand (North) Hall; first quonset removed
McGeorge School of Law begins student housing complex
Sports Medicine program announced
McCaffrey serves as president of Western College Association Accreditation agency

1981

Alex G. Spanos Center opens
Psychology Department moves to renovated quarters in former carpentry shop on south campus
McCaffrey on leave of absence from July 1, 1981 to June 30, 1982 as President of Rotary International
Construction starts on chemistry laboratories to form Science Center
Fallon House summer theater begins major restoration in Columbia State Park

1982

University-wide general education programs revised
Expansion and remodeling of main library announced as a \$6 million project
Khoury Hall dedicated for School of Engineering programs in mechanical engineering
Winter Term eliminated and unified Stockton campus calendar established

1983

Bechtel International Center dedicated
School of Business and Public Administration accredited
Clifford Hand, academic vice president, dies
Oscar Jarvis, dean, School of Education, named academic vice president
North Hall renamed Hand Hall
Campaign completed to create full-time University Chaplaincy

1984

Anderson Hall remodeled for School of Engineering expansion
McCaffrey named to NCAA President's Commission on Intercollegiate Athletics
Dental School completes student housing project
Weber Hall renovation starts for School of Business and Public Administration

1985

New Conservatory Recital Hall and Rehearsal Center open
Ground broken for William Knox Holt Memorial Library
Graduate Physical Therapy program announced; to be housed in School of Pharmacy
Women's Volleyball Team ranked No. 1 and wins national title
University takes lead for "Stockton Project" to enhance the community
Long-range planning goals announced for the University to be recognized as nation's finest mid-sized university

1986

Conservatory renovation begins
Women's Volleyball Team ranked No. 1 and repeats as national NCAA champion
William Knox Holt Library dedicated
School of International Studies announced
Final graduation from Elbert Covell College
McCaffrey announces intention to retire in June, 1987
New parking plan developed
Dental School completes clinic renovation

1987

Campaign "For A Greater Pacific" surpasses \$30 million goal with nearly \$35 million
Faye Spanos Concert Hall Dedicated
George Wilson Hall Dedicated
Dr. Bill Atchley named to succeed McCaffrey
Computer Laboratory established in Hand Hall
Regents prepare for \$50 million endowment campaign
Library renovation completed
Regents rename University Center in honor of McCaffrey Presidency
Regents establish "Stanley E. McCaffrey Endowed Scholarship Fund"

STANLEY E. McCAFFREY UNIVERSITY CENTER



Regents Rename UC Center for President McCaffrey

During its May Meeting in Stockton, the University's Board of Regents honored McCaffrey for his 16 years of leadership by officially renaming the University Center the "Stanley E. McCaffrey University Center." The University Center was the first new building completed during McCaffrey's administration. Its selection to bear his namesake was in recognition of the high priority McCaffrey placed on the development of the individual student.

A plaque commemorating the new Center reads, "This center is named in honor of Stanley E. McCaffrey for his sixteen years of dedicated leadership as president of the University of the Pacific from 1971 to 1987, and as a tribute to his commitment to the historic tradition of student participation in the total life of the campus. May 1, 1987."

At the same time, the Board established the Stanley E. McCaffrey Scholarship Fund to provide scholarship assistance to students. Contributions to this permanent fund can be made by writing to the Development Office, University of the Pacific, Stockton, CA 95211.

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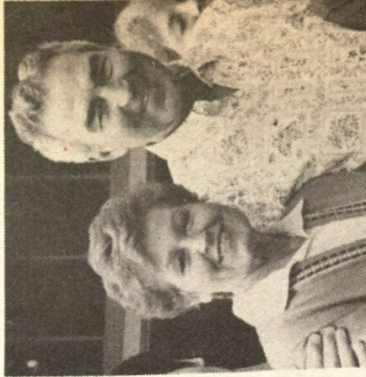
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One of the less-taxed duties that marked McCaffrey's commitment to student life. . .pg. 14.